



CYNTHIA D. BANKS  
Interim Director

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## COMMUNITY AND SENIOR SERVICES OF LOS ANGELES COUNTY

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*"To Enrich Lives Through Effective And Caring Service"*

BOARD OF SUPERVISORS

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June 21, 2005

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**APPROVE ACCEPTANCE AND ALLOCATION OF FY 2004-05 AND FY 2005-06 WIA  
15-PERCENT GOVERNOR'S DISCRETIONARY FUNDS, AND FY 2004-05  
CARRYOVER FUNDS FOR THE  
HEALTHCARE WORKFORCE DEVELOPMENT PROGRAM  
(ALL SUPERVISORIAL DISTRICTS) (3-VOTES)**

**IT IS RECOMMENDED THAT YOUR BOARD:**

1. Authorize the Interim Director of Community and Senior Services (CSS), or designee, to accept additional Fiscal Year (FY) 2004-05 Workforce Investment Area (WIA) 15% Governor's Discretionary funds in the amount of \$505,614, which will be allocated to the Department of Health Services (DHS) for the provision of Healthcare Workforce Development Program (WDP) services. Including these additional funds, FY 2004-05 WIA 15% Governor's Discretionary funds total \$3,005,614. Of this amount and including the additional funding, an estimated \$2,460,614 will have been allocated to DHS for WDP services, and \$545,000 retained by CSS for administrative and other related program costs.
2. Authorize the Interim Director of CSS, or designee, to carryover an estimated \$1,205,815 in unexpended FY 2004-05 WIA 15% Governor's Discretionary funds, and approve a time extension for use of these funds from July 1, 2005 to December 31, 2005. Of this total, an estimated \$830,614 will be retained by DHS to continue services for WDP and \$375,000 will be used for CSS administrative and related program costs.

3. Delegate authority to the Interim Director of CSS, or designee, to accept and allocate FY 2005-06 WIA 15% Governor's Discretionary funds, in the estimated amount of \$4,000,000, of which \$3,625,000 will be allocated to DHS to extend program services through June 30, 2006 and \$375,000 will be used for CSS administrative and program costs, provided that CSS notifies the Board of Supervisors and the Chief Administrative Officer (CAO) in writing, within 10 working days of acceptance.
4. Delegate authority to the Interim Director of CSS, or designee, to work with DHS to mutually amend the FY 2004-05 Memorandum of Understanding (MOU) for the purpose of extending its term to continue WDP in FY 2005-06.
5. Authorize the Interim Director of CSS, or designee, to adjust the allocation to DHS, up or down by 15%, based upon final allocation from the State, provided that: (a) approval of County Counsel and the CAO is obtained prior to allocating the funds; and (b) the Interim Director of CSS confirms in writing to the Board of Supervisors, within 30 days of making these funds available to DHS.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

On June 29, 2004, your Board authorized CSS to accept an estimated \$2,500,000 in WIA Governor's Discretionary funds for FY 2004-05 and carryover an estimated \$1,000,000 in unexpended State funds from FY 2003-04. In October 2004, the State notified CSS that they would not be allocating the FY 2004-05 funds until the County met its local match. DHS and CSS agreed that the County's share would be funded by Tobacco Settlement funds, while CSS continued to claim its administrative costs against the FY 2003-04 carryover in State funds. On May 3, 2005, CSS received notification that the State would release the final allocation from the State, totaling \$3,005,614.

The recommended actions will enable CSS to accept additional FY 2004-05 WIA 15% Governor's Discretionary funding. In addition, on May 5, 2005, EDD notified CSS in writing that a portion of the WIA Subgrant agreements with the State that the program would be extended through December 31, 2005. Thus the recommended actions will allow CSS to carryover an estimated \$1,205,614 of the FY 2004-05 State funds into FY 2005-06 of which an estimated \$830,614 will be allocated to DHS to continue operating WDP, and \$375,000 will be used for CSS for administrative and program costs.

Although the 1115 Waiver is slated to expire on June 30, 2005, the State and the County are in discussions to fully implement WDP, as agreed under the Waiver. The recommended actions will allow CSS authority to accept an estimated \$4,000,000 in WIA 5% Governor's Discretionary funds for FY 2005-06. If the State does not approve WIA Discretionary funds for WDP in FY 2005-06, CSS will work with DHS and return to the Board with recommendations regarding WDP.

### Performance Measures

CSS will continue to review the program's performance to assure that DHS is meeting the State Employment Development Department's (EDD) guidelines that govern this project and monitor for the following four measures: (1) Program Participation – Percentage of DHS individual workers trained; (2) Units of Service Provided – Percentage of trainings provided to DHS workers; (3) Retention – Percentage of DHS workers who retained employment as a result of training/retraining; and (4) Credentialing/Certification Attainment – Percentage of DHS workers who attained credentials/certifications. The attached Measurable Outcomes shows the areas for training and the number of people projected to receive training for program year 2004-05 (Attachment A).

### Implementation of Strategic Plan Goals

The recommended actions are consistent with the principles of the Countywide Strategic Plan, Goal 2, Workforce Excellence.

### **FISCAL IMPACT/FINANCING**

The total FY 2004-05 budget for WDP is estimated to be \$9,005,614, consisting of \$3,005,614 in State WIA 15% Governor's Discretionary funds and \$6,000,000 in Tobacco Settlement funds. The use of Tobacco Settlement funds as part of the County's share of costs was approved by your Board on June 15, 2004. The Tobacco Settlement funds were made available to meet the agreed upon 2:1 State/County match over the term of the WDP. Through December 31, 2005, the projected cumulative WDP costs are expected to total \$28,500,000.

There is no additional impact on the County General Fund and to the extent possible, the County will also continue to claim training costs for laid-off DHS employees to Local WIA Dislocated Worker Formula funds. Funding for FY 2005-06 has been included in the Department's FY 2005-06 Proposed Budget.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On September 25, 2001, your Board approved a multi-year DHS Workplan for WDP. WDP has been providing transitional services, incumbent worker training, and portable skills upgrade training to DHS employees that will allow participants to assume higher demand jobs within the County or, as a last resort, build their skill-sets to enhance their marketability in the private sector. The program has provided 7,769 units of service to 5,231 DHS employees through March 31, 2005. These numbers reflect the work accomplished at comprehensive health centers, clinics, and public health programs at four major Los Angeles County Hospitals: Olive View, Los Angeles County-USC, King Drew, and Harbor-UCLA Medical Centers.

WDP is a \$40,000,000 project jointly developed by the County and the Services Employees International Union (SEIU) Local 660, commencing July 1, 2000, and ending December 31, 2005. WDP is funded by WIA 15% Governor's Discretionary funds and local County funds at a 2:1 match, respectively. WDP was a vital part of the 1115 Medicaid Waiver extension, which allowed DHS time to restructure its department and to develop and implement training programs that address critical labor shortages and the need to upgrade worker skills through portable skills and bridge programs. Although the 1115 Waiver expires on June 30, 2005, discussions are continuing with the State to extend the funding, in order to fully implement the \$40,000,000 program. Through December 31, 2005, program expenditures are expected to total \$28,500,000.

Up to June 30, 2004, WIA Dislocated Worker Formula funds were identified as the main funding source for the local match. However, due to successful layoff mitigation, this funding source is no longer well suited to serve as the match. Therefore, the Board approved the use of DHS Tobacco Settlement funds to meet the 2:1 match requirements for FY 2004-05. These funds are also included in the DHS FY 2005-06 Proposed Budget for purposes of meeting the County match. However, to the extent possible, the County will also continue to claim training costs for eligible DHS employees to Local WIA Dislocated Worker Formula funds.

DHS, as a partner in this endeavor, has reviewed and concurred with the recommendations contained in this Board Letter.

The CAO has reviewed and approved the recommended actions.

### **CONTRACTING PROCESS**

The State has designated the Los Angeles County Workforce Investment Area to receive, administer and allocate WIA 15% Governor's Discretionary funds for incumbent workers. CSS and DHS entered into an MOU that delineates the provision and coordination of services, ensuring compliance with WIA requirements. The MOU is currently scheduled to expire June 30, 2005. Also, a Departmental Service Order (DSO) has been established between CSS and DHS, in order to reimburse DHS for services rendered.

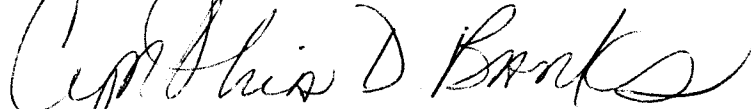
### **Monitoring**

Beginning FY 2003-04, CSS contracted with the Auditor-Controller's office to conduct fiscal and contract compliance monitoring of all of its contractors within the Workforce Development Branch. The Auditor-Controller, utilizing their Master Agreement list, procures a contractor to conduct on-site visits and follow-up visits. CSS is responsible for ensuring, through its resolution process, that the monitoring findings reported are resolved, training is provided to our contractors, if necessary, and/or program policies are developed.

**IMPACT ON CURRENT SERVICES**

The recommended actions will offer comprehensive services to DHS employees impacted by restructuring efforts and those targeted for training under the 1115 Waiver.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Cynthia D. Banks", written in a cursive style.

CYNTHIA D. BANKS  
Interim Director

Attachment

c: David E. Janssen  
Raymond G. Fortner, Jr.  
Violet Varona-Lukens  
J. Tyler McCauley  
Thomas Garthwaite, M.D., Department of Health Services  
Annelle Grajeda, Services Employees International Union Local 66

**Training Implementation Plan**  
**Fiscal year 2004-2005**  
**Health Care Workforce Development Program**  
**Attachment A: Training Outcomes**

**Training Activities\***  
**Program goals**

FY 04/05
7/1/04 - 12/31/05

**Goal 1: Implement training programs linked to specific waiver-mandated initiatives to stabilize the system, create efficiencies, and increase revenue.**

Itemized data collection: medical record coders ( ongoing18 mon program)

**Sub-total**

95
95

**Goal 2: Implement training programs that address critical labor shortages by training employees to promote into needed occupations. The emphasis on nursing services will also support retention of existing staff by improving the work environment wth precepting, mentoring and ward clerk programs.**

Nursing – specialty (dialysis, ICU, ER)  
 Nursing – skills enhancement  
 Nursing – Licensed vocational nurses (onging 18-month program)  
 Nursing – Registered nurses (ongoing 14 - 24 month program)  
 Nursing - Science Pre-requisites  
 Nursing -Licensing Board Prep courses  
 Clerical skills - Medical Terminology  
 Clerical skills - Keyboarding/Computer applications  
 Other - Phlebotomy, Rad Tech  
**Sub-total**

100
300
88
155
207
77
300
600
170
1,997

**Goal 3: Mitigate the impact of layoff by preparing employees with portable skills that are transferable to other available positions and jobs.**

Communications/Customer Service  
 Preparatory classes (study skills, basic math, English, etc.)  
 Information Technology  
 Spanish language for health care workers – basic and advanced  
 Cultural Competency  
 Transition Support : Professional and Personal Skills  
 Other portable skills programs to be identified  
**Sub-total**  
**TOTAL**

1,050
1,200
600
663
50
100
150
3,813
5,905

\* Numbers reflect the number of training activities, not the number of participants.  
 Numbers allow for some attrition in long-term programs.